

QUESTIONS AND ANSWERS RE OFFICE OF PERSONNEL

QUESTIONS

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1. During the period under discussion, how were personnel management and training activities coordinated? What happened to the proposal that the Office of Personnel and the Office of Training be merged?
2. In what ways during the period did CIA use its relative independence in personnel matters of legislative restrictions placed upon most Government agencies? How did CIA exercise its freedom to recruit personnel outside the Civil Service system? How did it exercise its powers of termination of employees?
3. To what extent did the operating offices participate in the job of personnel management: What were the relations between the operating offices and the Office of Personnel in recruitment, classification, placement, promotion, and termination?
4. What use was made of the practice of rotation of employees within the personnel field, i.e., between the Office of Personnel and the operating offices?

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6. To what extent were the personnel activities of the DD/P components separated from those of other parts of the Agency? What steps were taken to avoid duplication of personnel facilities?
7. What steps were taken to further improve the assignment practices affecting overseas returnees and those ready for overseas posts?
8. What further improvements were made in the procedures for handling contract personnel?
9. How did the Office of Personnel try to insure that assignments were made on the basis of merit and performance, without regard to race, religion, or sex?
11. What progress was made in establishing a career service? What was the role of the Office of Personnel in career management during the period?
12. What advances were made in the JOT program?
14. Explain the background, theory, and results of the reorganization of the Office of Personnel of September 1953.

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QUESTION 1: During the period under discussion, how were personnel management and training activities coordinated? What happened to the proposal that the Office of Personnel and the Office of Training be merged?

Both the personnel function and the training function were under the supervision of the Deputy Director (Support). This organizational arrangement provided for coordination of their activities "from above" in addition to the working relationships between the two offices. Also, both the Director of Personnel and the Director of Training sat on the Career Council which considered personnel policies and programs involving training.

We do not have the background material regarding a proposed merger of the Office of Personnel and the Office of Training. Possibly the DD/S' office can provide something on this.

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QUESTION NO. 2: In what ways during the period did CIA use its relative independence in personnel matters of legislative restrictions placed upon most Government agencies? How did CIA exercise its freedom to recruit personnel outside the Civil Service system? How did it exercise its powers of termination of employees?

The legal basis for the exemption of the Central Intelligence Agency from Civil Service rules and regulations which generally govern the exercise by Federal departments and agencies of their appointing authorities was clarified during 1953. Prior to that time, the Agency had relied upon a blanket inclusion of its positions under Schedule A of the Civil Service rules. The practical effect of the Schedule A authority was to place the Agency outside the scope of the procedures and instructions of the Civil Service rules concerning appointments, promotions, reassignments, and related personnel processes. The listing of Federal positions or groups of positions on Schedule A requires the prior approval of the Civil Service Commission; likewise, the retention of such positions on this Schedule is contingent upon the continuing concurrence of the Commission. While the Agency had no reason to doubt that the Commission would continue to list Agency positions on Schedule A, it was felt that, if authority for exemption were also present in legislation, the Agency should use such statutory provisions as the basis for approving personnel actions outside the competitive civil service system. It was believed that a general understanding that the Agency was excepted from the competitive civil service as a result of Congressional action would emphasize the relatively independent standing of the Agency's personnel system and underline the opportunities to plan and operate a personnel program specially adapted to Agency needs. The Civil Service Commission accepted the Agency's interpretation of section 10(a)(1) of the CIA Act of 1949 to the effect that this provision granted a statutory exception from the competitive civil service system.

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In the main, the procedures for recruiting and appointing personnel followed the patterns developed during 1951 and 1952. Resident personnel recruitment officers, permanently stationed in various major metropolitan locations in the United States, were responsible for referring qualified candidates for professional, administrative, and clerical vacancies. Following screening by the Office of Personnel, these candidates were then referred for selection to the operating components having the vacancies. To assist in identifying

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The Agency continued the policy of previous years of authorizing travel at Government expense for individuals under consideration for appointment to professional positions in cases where operating officials believed that evaluations through interviews and/or tests were essential prior to final selection. During the last half of 1953 this policy was broadened to include persons under consideration for selection as Junior Officer Trainees.

The Performance Rating Act of 1950 (PL 81-973) was amended to provide that the Central Intelligence Agency would be exempted from the requirements of the Act.

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Meanwhile, during May 1954, the Career Council had approved the adoption of a new Agency Fitness Report to replace the Personnel Evaluation which had been in use since 1952. Subsequently, during 1955, the Agency adopted a revised fitness report system, providing for the use of a two-part form-- one to record evaluation of performance, the second to indicate supervisory appraisal of the individual's potential for growth.

During the period 1953-1956 the Agency continued to apply section 102(c) of the National Security Act of 1947 to cases involving questions of security affecting the individuals terminated. The authority of this statutory provision was not used to terminate personnel in cases in which the issues were inefficiency, misconduct, or unsuitability and in which security considerations were not present. These latter cases were handled under the authority inherently vested in the Director of Central Intelligence as an agency head. In the case of personnel having veteran preference, such termination actions are appealable to the Civil Service Commission. During the period under consideration, the Agency's actions were occasionally appealed to the Commission and, in at least two instances, the Agency's decisions were reversed by the Commission and the individuals were restored to duty.

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QUESTION NO. 3: To what extent did the operating offices participate in the job of personnel management: What were the relations between the operating offices and the Office of Personnel in recruitment, classification, placement, promotion, and termination?

In the beginning of 1953, the Office of Personnel provided support service to the Agency's operating offices in the areas of recruitment, placement, promotion, and termination through two divisions - the Personnel Division Overt and the Personnel Division Covert. The former provided assistance to the operating offices of the DD/I and the office of the DD/A and the assistant directors for Training, Communications, Logistics, Security, etc.; the latter provided services to the DD/P. PDO and PDC assigned placement officers to each of the operating offices. For example, PDC representatives dealt directly with their counterparts in the senior staffs and the operating divisions of the DD/P. Similar areas existed in the PDO.

In September 1953, the two personnel divisions were combined into the Personnel Utilization Division. This move brought all such personnel placement officers under one jurisdiction, consolidated effort in the areas of recruitment and placement, and permitted an increased exchange of information and experience between personnel officers representing operating offices.

With the establishment of PUD, came a change in emphasis from the initial placement of hired employees to internal placement problems. This was in part brought about by new restrictions in ceiling authorizations as well as the development of problems, under ceiling, regarding surplus personnel.

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During this entire period, PUD worked in close relationship with the operating offices, particularly in the DD/P. Special reassignment rosters were prepared in collaboration with the personnel officers of the operating units to develop accurate lists of returnees from overseas for whom no assignments had been determined. These rosters were circulated, and representatives of PUD and the operating divisions arranged interviews, screening of files, and the review of biographic information in attempts to assign properly such employees.

During this period, the development of the Career Service structure brought about a change from immediate servicing of operating area divisions within the DD/P to representation on DD/P Career Service boards. (At this time, the senior staff Career Service boards of FI, FP, FM, and TSS).

The Career Service boards had the ultimate internal responsibility for personnel actions. Placement officers of PUD worked with Career Management officers of the DD/P, the DD/I, and the DD/S and were in most instances assigned to permanent attendance at board meetings for purposes of providing technical advice and assistance.

In 1954, systematic efforts were made to work out with the operating offices a means of vacancy reporting for assistance in resolving reassignment problems of surplus personnel.

At the same time, PUD worked with the personnel officers of the Agency components in developing and operating a system of follow-up interviews of

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personnel newly assigned to the Agency, such interviews conducted with the individuals and their supervisors on the basis of 30, 60, and 90 days following appointment.

On 7 March 1955, the Personnel and Utilization Division was changed to the Personnel Assignment Division. Three branches were established with senior personnel officers at the head of each branch. Branches were assigned the responsibility for personnel support to the Career Boards and Panels of the DD/I, the DD/P, and the DD/S. A special assistant was assigned to the office of the Chief, PAD, to provide technical advice and action in the area of termination.

As a further move to develop a closer relationship with the various Career Service boards and their Career Management officers, the Deputy Chief, PAD, for the Clandestine Services, and his career support officers were physically located in "I" Building to have desk space with the Career Management officers they were to support.

Recruitment

When PDO and PDC were reorganized into the Personnel Utilization Division in September 1953, all recruitment requests submitted in the DD/P were held in the Division pending a full review against two sources: (1) the reassignment roster of surplus personnel, and (2) machine runs against coded qualifications requested in the recruitment request. Moreover, current vacancy reports were checked to be sure that the vacancy was a matter of record as it appeared on the recruitment request. Prior to the time requisitions were issued for recruitment, suitable candidates whose names appeared on either

the reassignment roster or the machine runs were submitted to the operating component for review and interview. If none was acceptable, the recruitment requisition was issued to field recruiters. In most instances this process was repeated at the time that an external applicant was placed in process and again when an Entrance on Duty date was established for the applicant.

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By late 1954, the greater portion of the returnees from the reduced Mission had been suitably placed, and this process was discontinued.

It was replaced, however, by current reviews of all recruitment requests and EOD requests at the DD/P level in terms of authorized ceiling. Applicants were entered on duty only with the approval of the DD/P. This latter practice continued through 1956 with the continued stringency of ceiling allocation. In 1956, the DD/I instituted procedures for recruitment that were designed to provide maximum opportunities for DD/I Career Designees to advance to higher-graded vacant positions. When the office of the DD/I had a vacant position to be filled, the vacancy was published in terms of all pertinent information throughout all DD/I Career Services. Any DD/I employee was eligible to apply for consideration for the vacant job. Such applications were forwarded through the appropriate DD/I Career Service for review. Upon the approval of that Career Service, the application was sent to the Career Service having jurisdiction over the operating component in which the vacancy existed. The Career Service interested in filling the vacancy was expected to interview a maximum of three qualified nominees in the event that the total applications exceeded that number. In the event applications

were less than three in number, all applicants were to be personally interviewed. If on the basis of the total applications received, the Career Service with the vacancy felt that there were no qualified individuals within the DD/I to fill the job, external recruitment requests were forwarded to the Personnel Assignment Division for review and subsequent forwarding to Personnel Procurement Division for the issuance of recruitment requisition.

Placement

Prior to the formulation of the Personnel Utilization Division in September 1953, placement officers of PDC and PDO worked in direct liaison with operating components. After the organization of the Personnel Utilization Division, placement officers were assigned to Career Service Boards to effect liaison for placement purposes. Before the ceiling restrictions of June 1953, placement officers were primarily concerned with technical support in the areas of recruitment, screening applications, review, and ultimate entrance on duty and suitable placement of successful candidates. With the advent of ceiling controls, the emphasis on placement activities shifted to problems of internal reassignment, although recruitment activity did continue against vacancies for which no qualified personnel were available on board.

Placement procedures at this time operated in the following manner: Persons surplus to the needs of any operational component were placed upon a reassignment roster. The roster was indexed by number. Each number corresponded to the name of the employee maintained on a separate master list. Full biographic information relative to experience and qualifications was listed by number on the reassignment roster.

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Placement officers reviewed the experience and qualifications of employees for whom reassignment was necessary. The information, and usually the personnel jacket, was forwarded to the appropriate operating component which had issued vacancy notices requiring the same or similar qualifications with requests for a review of all biographic information and personal interviews of the nominee. In many cases, this information was forwarded to appropriate components, even though vacancy notices had not been published, with a view toward meeting attrition requirements.

With the large number of persons appearing at that time on the reassignment roster, it was not possible to arrange these procedures at a pace which would satisfy the immediate needs of resolving the situations of the persons unassigned to specific duties. As a result, many of these employees were forced to seek employment on their own, utilizing personal relations with various key operating officials in attempts to resolve their problems on their own initiative. By the end of 1954, however, the large majority of unassigned surplus personnel had been satisfactorily placed in jobs.

Traditionally, supervising officials had the final say as to the employability within their division for any candidates for vacant jobs. Although the guiding effort was centralized, generally, within the Office of Personnel and, specifically, within the Personnel Utilization Division, this centralized effort could only be successful on the basis of continual referral against appropriate component needs until resolution had been effected.

With the advent of the Career Service structure, Heads of Career Service assumed a decentralized responsibility for personnel management within the

internal confines of the Career Service. The Office of Personnel retained centralized responsibility for rotation or reassignment of personnel between Career Service jurisdiction. It still supported all Career Services in the process of bringing external recruits to an on-duty status.

Promotion

In 1953 with the Career Service system in an operative status, promotion requests were forwarded to Career Service Boards for review and approval. Approvals were then sent in the form of requests for personnel actions to the Director of Personnel for final authentication and processing. Authentication by the Director of Personnel, as delegated to the Personnel Utilization Division, consisted of a review of the action in terms of its meeting all technical requirements of Agency policy as expressed in the promotion regulation

Competitive promotion procedures were adopted in 1956 with the issuance of Regulation Personnel Officers of the Personnel Utilization Division assigned to liaison support of the various DD/I, DD/S, and DD/P Career Boards and Panels assisted in providing advice and guidance under the appropriate regulations. During this period, various Agency career boards developed procedures for ranking of their career service designees by grade groups. This was accomplished through competitive ranking panels. Most of the career boards developed appropriate systems for ranking of their personnel in a manner best suited to meet the specific and often differing requirements of that career service. The list of ranking was forwarded to the career board for review. The career boards in session decided the number at any given time who should be recommended for promotion in each grade level and forwarded all

recommendations to the Head of the Career Service for a final selection and approval.

Such competitive promotion procedures were conducted on the basis that every employee would be considered for advancement at least once a year. Final action by the Head of the Career Service was forwarded to the Director of Personnel for final authentication and processing.

Termination

During the period 1953 to 1956, separation procedures were conducted for the most part under the provisions of Civil Service Regulations. The Office of Personnel made every attempt to guide such procedures in accordance with Federal Regulations. In a few instances, the Director's authority under Section 102(c) of the National Security Act of 1947 was recommended by the Director of Personnel.

Technical advice and guidance in such cases was normally provided by the Personnel Utilization Division. All cases calling for disciplinary termination were controlled during their progress by a Special Assistant to the Chief, Personnel Utilization Division. Problems of adequate documentation, legal conformance to the Veterans Preference Act, adequately designed trial periods, and suitable notification to the employee concerned in the form of warning letters and letter of charges were of concern to the Office of Personnel.

QUESTION 4: What use was made of the practice of rotation of employees within the personnel field, i.e., between the Office of Personnel and the operating offices?

During the three year period under review, slow but steady progress was made to implement the policy for interchanging personnel officers between the Office of Personnel and the operating components. At the start of 1953 there were only a few personnel officers stationed in operating offices who had been transferred from the Office of Personnel incident to a conscious effort at rotation. During the latter part of 1952, a number of personnel officers had been selected from the Office of Personnel for assignment directly to the then [REDACTED]

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Rotation of personnel officers between the Office of Personnel and operating components, or between two operating components, are normally made for tours of two years duration. Such tours are frequently extended. By the end of 1956 the pattern controlling the assignment of personnel officers overseas called for at least one tour in the Headquarters component (e.g., Office of Communications, EE, FE, and SE Divisions) having jurisdiction over the particular field post concerned, just prior to serving in the overseas position.

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QUESTION NO. 6: To what extent were the personnel activities of the DD/P components separated from those of other parts of the Agency? What steps were taken to avoid duplication of personnel facilities?

In 1953, the personnel activities of the DD/P were not particularly separate from such activities elsewhere in the Agency. The DD/P did have, and has continued to have, problems of policy and procedure differing from problems experienced in other major components. Such problems arise from the need of continued and sometimes rapid rotation of personnel to and from field stations and, consequently, exist in the areas of staffing, promotion, classification, etc. However, the DD/P worked in close relationship with the Office of Personnel, and there was a constant and close examination of such problem areas through 1953-1956.

Insofar as personnel facilities were concerned, in 1953 the DD/P was supported by a separate Personnel Division (The Personnel Division Covert). PD(C) provided technical advice and guidance to the operating divisions of the DD/P in all areas of personnel administration, approved actions requesting reassignments, promotions, assisted in termination cases, provided help in matters of recruitment, placement and reassignment. Prior to the development of the Career Service structure, PD(C) representatives worked in close liaison with administrative and personnel officers of the DD/P Senior Staffs and Area Divisions. By 1953, the DD/P had reorganized its personnel management structure on the basis of Career Services. Each of the Senior Staffs formed Career Service Boards (FI, FP, FM and TOS). Consequently, the emphasis within PD(C) shifted to assigned liaison on the part of its representatives to the Career Service Boards rather than to the staffs and divisions of the DD/P, and they

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worked in close relationship with the Career Management Officers of the Career Boards who in turn kept in close contact with the administrative and personnel officers assigned to the staffs and divisions.

In September 1953, the PD(C) was joined with the PD(O) to become the Personnel Utilization Division, thus bringing under one roof the Office of Personnel's technicians assigned to support services of the Agency's operating offices. The move was designed to bring all personnel placement officers under a single jurisdiction, but it also consolidated activity in the areas of recruitment and placement and did away with duplication of effort in many of the services provided by the Office of Personnel to Agency operating offices.

Although there were succeeding reorganizations of personnel facilities supporting the DD/P, in general, they were designed to provide the same services to the DD/P as were provided the DD/I and the DD/S, again in accordance with the special problems of personnel administration existing in all three major components.

QUESTION NO 7: What steps were taken to further improve the assignment practices affecting overseas returnees and those ready for overseas posts?

1. During the period from 1953 to 1959, the principal effort in personnel management within the Clandestine Services Career Service shifted from a primary concern with recruitment to an interest in better utilization of personnel through improvements in assignment practices. There has been a steady increase in the consideration of the long-range implications of assignment actions and a general trend toward more central review and control of assignment practices through the Career Service system.

2. During 1953 the FI and PP Boards were responsible for reassignment practices and gave primary consideration to those affecting overseas returnees. Gradually, more and more information about returnees was made available to these Boards by the area divisions concerned. The Boards were principally concerned with effecting proper assignments for individuals who could not be properly assigned through the efforts of the operating components. The Boards received greater support in these efforts when placement officers from the Office of Personnel were assigned to work directly with the Career Service officers supporting the FI and PP Career Service Boards.

3. In 1954 the Chiefs, FI and PP, appointed task forces of senior officers to study the Clandestine Services Career Program. The adoption of the Field Reassignment Questionnaire was a principal outgrowth of these studies and proved to be of considerable assistance in planning the next assignment of returnees.

4. In 1955 the initial Clandestine Services Career Service Panel was established, with both FI and PP representation. This Panel became active in considering candidates for positions of common concern, such as Chiefs of

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Station and Base, as well as for key positions such as those of Branch Chiefs in Headquarters. This Panel's recommendations on such assignments were made to the DD/P.

5. Late in 1955, recognizing a tendency to expend most reassignment effort on unassigned personnel and on positions which were difficult to fill, both the FI and PP Boards initiated a program of individual career planning, concentrating on officers in grades GS-11 and GS-12. After a briefing by a Career Service officer, an individual prepared a synopsis of his experience and attempted to project his future assignments for the next five years. This proposed plan was commented on by his supervisor and then discussed with the individual in a meeting attended by the individual, his Branch Chief, representatives of the components to which his assignment seemed likely, and the Career Service officer. The individual plans so developed and amended were finally approved by the Chief, FI, or Chief, PP, as appropriate. This program had the advantage of encouraging deliberate consideration of the long-range utilization of individuals in the interest of the Clandestine Services as a whole. During this period the Clandestine Services Career Service encouraged the rotation of most officers between Headquarters and the field and attempted to discourage most proposals that individuals remain in the field for more than two consecutive tours.

6. The Clandestine Services Career Service system was reorganized considerably in the fall of 1956. This change was brought about through the publication which has been in effect until now and has provided for the consideration of all assignment actions by groups of senior operating officials. Most of the Division and Staff Chiefs and their deputies have been members of the Clandestine Services Career Service Panel. In addition,

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many of the Chiefs of Branches and Staffs in the operating divisions have acted as consultants in career planning at some time.

7. Since the latter part of 1957 considerable attention has been given to the development of further improvements in assignment practices. 25X1 was published in January 1958 establishing procedures to insure timely notification to field personnel concerning their next assignment. This procedure has proven effective in bringing the question of the next assignment of field personnel to the attention of the operating divisions and the CS/CS Panel well in advance of the expiration of field tours, and in providing field personnel with definite information concerning their next assignment. Policies and procedures under current consideration would further increase the central control of personnel assignments and further clarify the Panel's responsibilities and authorities in taking prompt action to fill difficult assignments with qualified personnel. An effort is also being made to bring about a more equitable balance between desirable and undesirable assignment opportunities for members of the Clandestine Services Career Service.

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IMPROVED PROCEDURES IN HANDLING CONTRACT PERSONNEL

DURING PERIOD 1953-56

QUESTION NO. 8: What further improvements were made in the procedures for handling contract personnel?

A. Information about and understanding of Contract Personnel procedures

1. Issuance of [] basically relating to standardization of Headquarters' contracting procedures within DDP.
2. Continued trend toward centralization within operating components regarding procedural handling of contracts and requests therefor.
3. The role of the DDP Contract Approving Officer as a final check within the DDP component.
4. The announcement to the Field of policies and procedures using the book dispatch []
5. Participation by the Special Contracting Officer in administrative plans for Agency projects to insure standard handling of contractual personnel to be utilized in those projects.
6. The drafting by the Special Contracting Officer of an Agency regulation, part of which will formalize [] standard procedures for the handling of contract personnel.
7. Participation by the Special Contracting Officer as the guest lecturer in special OTR courses for the purpose of better educating support and operating individuals in contracting procedures.
8. Personal briefing of contract personnel by the Special Contracting Officer upon the request of the utilizing component concerned as to the terms and conditions of their agreements.

B. Other improvements

1. Refinement of the basic differences between a contract employee and independent contractor by the Special Contracting Officer, the Office of General Counsel and the utilizing components.

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3. A marked increase in the number of field contracts and the memoranda in lieu of contract from the Field for "review" by the Special Contracting Officer, due to an increased knowledge of CIA procedural "review" requirements.

4. Continued growth of a basic Agency desire to cut down the number of types of contract personnel into more useable, functional and legal categories.

5. Revision of contract check list to more adequately express the desires of the utilizing component as to the terms and conditions of the requested contract.

6. An increased use of a standard format type contract for specific programs and projects utilizing contract personnel.

7. An increase in the requests for unusual and varied contractual formats based upon a growing awareness by the utilizing components of the psychological effect of contracts upon individuals.

QUESTION NO 9: How did the Office of Personnel try to insure that assignments were made on the basis of merit and performance, without regard to race, religion, or sex?

Non-discriminatory employment practices begin in the recruitment process. The broad geographic area in which our recruitment is conducted and the sources which are regularly exploited, such as high schools, business schools, colleges, universities, and State employment services, afford a reasonable opportunity for employment consideration to any interested and qualified candidate. The Agency's recruitment and selection processes are not competitive in the sense that all applicants for a given position receive a numerical rating describing their relative qualifications in relation to some pre-established standard. Thus, any candidate appearing to possess skills and abilities needed by the Agency is considered for employment.

During the period under consideration, the Agency's needs were sufficiently large and varied that most qualified candidates were necessarily selected for employment. Final selection, except for clerical personnel, has been the prerogative of supervisory officials rather than that of the Office of Personnel but their reasons for not selecting an apparently qualified candidate have been subject to review. Similarly, a recruitment request specifying the sex of acceptable candidates was questioned to insure that the nature of the job itself supported the exclusion of candidates of the opposite sex.

To sum up, non-discriminatory recruitment has been achieved through broad opportunities for individuals to apply for Agency employment and the review of selection determinations. The success of these methods is indicated by the failure of any applicant to appeal his non-selection under the fair employment rules.

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Less positive techniques were available for insuring non-discriminatory practices in in-service actions since these were generally accomplished by supervisory officials subject to a review in the Office of Personnel for compliance with standards and requirements applicable to the specific action. Employees who feel they have been discriminated against on the basis of religion or race have a right to appeal to the Employment Policy Officer; a few cases have been reviewed over the past several years in which an individual believed he had not been promoted because of his race, however, impartial review has failed to support these allegations.

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QUESTION 11: What progress was made in establishing a career service?
What was the role of the Office of Personnel in career management during the period?

The big steps during this period were the creation of the Career Board which identified those employees who desired and were selected for service on a career basis. Expansion of the responsibilities of Career Boards and the gradual development of understanding regarding their role in the overall personnel management function were important elements in advancing career service concepts and putting them into practice.

The Office of Personnel supplied staff support and guidance at the policy level and day to day assistance and advice to career service and operating officials in career management and related activities.

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PERSONNEL ACTIVITIES SUPPORTING THE JUNIOR OFFICER TRAINING PROGRAM 1953-56

QUESTION NO. 12: What advances were made in the JOT program?

With the establishment of the Junior Officer Training Program in 1951 (then called the Professional Trainee Corps) the main task delegated to the Office of Personnel was that of recruiting for the Program. This responsibility coupled with those of maintenance of personnel records and provision of personnel services carried with little change well into the period under consideration.

As experience with the Program increased, recruitment techniques were refined, the Consultant Program was strengthened, and the methods of administration of Personnel responsibilities were improved. Negotiations with the Military Services resulted in expansion of cooperative efforts for the development of Career Intelligence Officers to include both Air Force and Army ROTC Officers in the military portion of the Program (previously, this cooperation had extended only to the training of CIA selected draft eligibles in the OCS Programs).

During 1956 two significant changes occurred in activities in support of the Junior Officer Training Program. The first was the transfer of the Junior Career Development Program to the Junior Officer Training Program (the Junior Career Development Program had begun operation in the Office of Personnel in 1954 with support from the Office of Training). This move brought under one command all Agency-wide junior personnel developmental activity.

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The second change was in the Fall of 1956 when responsibility for all civilian personnel support for the Program was concentrated under one Personnel Officer working directly with the Program administrators. The new position combined the Placement Officer function previously administered centrally in the Office of Personnel and the Personnel Officer function which had been handled in the Personnel Office of the Office of Training. In addition, several other responsibilities previously carried out by various Divisions in the Office of Personnel were taken over (though administration of the tasks was not relocated in all cases). The Junior Officer Training Program Personnel Officer soon established contacts with the Medical Staff, the Office of Security, Cover Division, and all elements of the Office of Personnel--and, indeed, with those elements of the Office of Training that provided a service function such as the Assessment and Evaluation Staff and the OTR Processing Section. This streamlined personnel function working in immediate proximity to the unit it was created to service proved to be a vastly improved method for support of an ever changing personnel situation such as the JOT Program presented.

At the end of 1956, personnel support for the JOT Program had become a unique cooperative effort wherein concentration of responsibility, combined with accessibility to those requiring exercise of this responsibility, provided a mechanism for efficient and expeditious cooperation among those entrusted with the success of the Program. Much room had remained for improvement; this new mechanism provided a favorable climate for such improvement.

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QUESTION 14: Explain the background, theory, and results of the reorganization of the Office of Personnel of September 1953.

Prior to this reorganization, most of the operating functions concerned with "people" were distributed between "covert" and "overt" units, depending on the Agency components serviced. This reflected an earlier organization of the Agency's administrative structure. Thus, placement of employee relations and services, and transactions and records units were organized on a "component-served" basis while position classification and recruitment services were handled by single units. Similarly, the staff structure of the office reflected past Agency organizations with a "Career Development Staff" attached to the office by transfer from the Office of Training. The 1953 reorganization was designed to organize the Office of Personnel on a completely functional basis. While subsequent reorganizations have resulted in shifts of particular functions from one place to another, this general principle has been upheld and, at the present time, the functional organization is remarkably like that of 1953, with the important exception of the Clandestine Services Personnel Division. This has been found to be a more efficient and effective structure for providing personnel support and for monitoring or administering Agency personnel programs.

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Why was the gap between T/O's and ceilings so great in 1953?

How was this gap reduced during the following four years?

How was the DCI's directive of 1954 implemented?

What was meant by ceiling in DCI's staff conference of Feb. 1953?

Ceiling figures do not seem to indicate drop which Gen. Smith said had taken place?

Figures indicate drop occurred Aug. 1953

Figures for budget ceilings and Personnel Office ceilings do not seem to agree.

In Sept. 1956 General Cabell said no increases in allowances FY 57 for personnel but on duty figures for first half of FY 57 show the largest increase of any six month period.

→ Can you furnish a breakdown by offices, departmental, field for Dec. 31, 1952?

How can increase in DD/P departmental strength and decrease in Foreign Field strength be explained in view of emphasis upon rotation to the field?

What is the meaning of "Black Duck"?

In comparing average grades and in determining supergrade structure why were intelligence services of ~~Army~~ Defense Departments not used?

Can we get statistics on 1955 and 1956 similar to Black Book ?

What were trends in length of service, language abilities, OSS service, educational background?

Key Documents Office of Personnel

Report for the DCI from IG on OP (10 proposals dated 25 Feb 1955, no reference to general report on OP) *Report of 30 Nov 1953*

Management Staff, Study of organization, staffing, and procedures of OP. Not completed but functional realignments adopted effective 1 June 1955.

Lecture series, 37 two hour lectures on occupational structure, classification and wage administration, employee grievances and appeals, and human relations in personnel management.

Report on special trip to overseas installations by senior officers of OP mentioned in BB estimates, 30 September 1955, FY 57

Career Service Pamphlet Miss says not prepared

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✓ Office of Personnel Memoranda (Organizational changes)

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